

Smart Place Programme Accelerating Gigabit Fibre (NHO) - Key Risks

v0.3 Nov-21

Ref	Open/ Closed	Status	Risk	Impact 1 = Low 2 = Medium 3 = High	Probability 1 = Low 2 = Medium 3 = High	Gross risk factor (Impact x Probability)	Date Raised	Raised by	Assigned to	Due Date	Strategy	Management/ Contingency Action	Impact 1 = Low 2 = Medium 3 = High	Probability 1 = Low 2 = Medium 3 = High	Residual risk factor (Impact x Probability)	Actual Closure Date	# Days Overdue	
01 Key Stakeholder Support																		
01-001	Monitored	Ongoing mitigation	Lack of political and senior management support	3	1	3	13-Jun-22	A Hale	A Hale	Ongoing	Reduction	Reports on Smart Place Strategy and Accelerating Gigabit Fibre taken to CMB and Cabinet July 2022. Regular updates being provided to Leader and Portfolio Holder and Senior Management through Big Plan Delivery Board. Engagement with, and support secured from local MPs. Smart Place programme now an integral part of the Council's Big Plan. Cabinet has supported £5.87m investment in gigabit fibre	3	1	3	N/A	N/A	
01-002	Monitored	Ongoing mitigation	Reputational risk: loss of or failure to achieve public support - potential reputational damage if the programme is not completed as planned	3	1	3	13-Jun-22	A Hale	A Hale	Ongoing	Reduction	Public engagement and communications. Contractual and governance arrangements will be established to oversee delivery and progress.	3	1	3	N/A	N/A	
02 Finance/Funding																		
02-001	Monitored	Ongoing mitigation	Risk to Council funding: the Council may not realise a return on its investment	2	1	2	13-Jun-22	A Hale	A Hale	Ongoing	Reduction	Using the NHO model minimises the Councils' up front investment in realising its Gigabit Fibre ambitions compared to other options. Typically there is no need for significant investment in ducting and fibre assets.	2	1	2	N/A	N/A	
02-002	Monitored	Ongoing mitigation	Lack of staff resource for overseeing delivery of the programme and relationship with the NHO	2	2	4	13-Jun-22	A Hale	A Hale	Ongoing	Reduction	Funding for posts to oversee the governance will be met from the income streams generated.	2	1	2	N/A	N/A	
03 Programme Delivery																		
03-001	Monitored	Ongoing mitigation	Suitable NHO not secured	3	1	3	13-Jun-22	A Hale	A Hale	30-Jun-21	Prevention	There will be an open procurement process to attract as wide a range of options as possible. Our RFI undertaken in April 2022 has indicated industry interest	3	1	3	N/A	N/A	
03-002	Monitored	Ongoing mitigation	Delays to awarding the contract eg lack of available resources, awaiting advice etc	2	2	4	13-Jun-22	A Hale	A Hale	30-Jun-21	Prevention	Ongoing discussions taking place with Law and Governance and Strategic Procurement	2	1	2	N/A	N/A	
03-003	Monitored	Ongoing mitigation	The project is dependent on the appointed NHO to provide funding and attract investment to manage and build out the network. The NHO could fail to deliver sufficient investment to complete the full network envisioned by the strategy, particularly in areas deemed less "profitable"	3	2	6	13-Jun-22	A Hale	A Hale	30-Jun-21	Prevention	RFI exercise undertaken Outcomes clearly defined and performance monitoring put in place in contractual arrangements	3	1	3	N/A	N/A	